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The Miracle of the E-Myth

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What exactly is the entrepreneurial myth? Read on as the founder of E-Myth Worldwide begins to reveal the secrets of creating a world-class enterprise.

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By Michael Gerber URL: <http://www.Entrepreneur.com/article/0,4621,317698,00.html>

You own a small business, or you want to. You've heard the good, the bad and the ugly about owning one. You've heard how it can be wonderful, terrible or just plain disastrous.

You're determined to have the wonderful kind of business. Just how to do it is the question.

The E-Myth has the answer.

The E-Myth, or entrepreneurial myth, contends that very few businesses are started by true entrepreneurs. Instead, most businesses are started by technicians suffering from an entrepreneurial seizure!

The technician, whether that's a cook, an auto mechanic, a cardiologist or a hairdresser, makes the fateful decision that because he or she understands how to do the technical work of a business—cooking, fixing cars, fixing hearts, fixing hair—he or she automatically understands how to run a business that does that sort of work.

Not true, the E-Myth claims.

Understanding how to do the technical work of a business has nothing to do with building a business that works. Building a business that works is what an entrepreneur does. Building a business that depends on you to do all the work is what a technician suffering from an entrepreneurial seizure does.

The true entrepreneur goes to work *on* their business.

The unwary technician goes to work *in* their business.

The true entrepreneur builds a business that works *for* him.

The unwary technician, on the other hand, creates a job for himself. In fact, not one job, but many jobs. And, as you already know, trying to do many jobs quickly becomes the worst job in the world!

What to do, what to do? The E-Myth says that all you need to do is to change your point of view.

About what, you may ask? About what a business really is, and how to go about building one that gives you everything you want.

So, from an entrepreneurial perspective, what is a business? A business is a commercial enterprise that you build to sell. Let me say that again:

To a true entrepreneur, the only reason for starting a business of your own is to sell it!

Think about that. Ray Kroc, the founder of [McDonald's](#), went to work *on* McDonald's to get the business ready for sale. To whom? To the franchisees.

Larry Page and Sergey Brin, the men who created Google, went to work *on* Google to get the business ready for sale. To whom? To the public, through an IPO.

The story goes on and on. True entrepreneurs have an exit strategy. They know what they want, and they know what they need to do to get it. They don't go to work *in* the business,

they go to work *on* the business, to get it to work like a genuine, stunningly efficient, elegantly predictable Swiss watch.

"Let me show you how well my business works," the entrepreneur says to the person who's going to buy it.

"Let me show you what a wonderful business I've built," the entrepreneur says to his most important customer—the person who's going to buy his business.

Do you get the point I'm trying to make, dear reader? That knowing how to do the work of an entrepreneur—really, really knowing it, as so few people really do—is absolutely the most important thing you can do? That learning how to go to work *on* your business, rather than *in* your business, is critical if you're going to eventually get everything your business has to give you?

Well, that's what my company and I have been doing for the past 30 years. Assembling, assimilating, aggregating and sharing the extraordinary knowledge that true entrepreneurs possess for building the most stunningly successful businesses in the world.

My hope is to share with you everything I've learned over the past 30 years about how to:

- Do the strategic work you absolutely need to do, as opposed to the tactical work which most small-business owners find themselves doing
- Build a business brand, as opposed to building a job for yourself
- Raise capital to fund your growth, as opposed to borrowing money to support your bad habits
- Surround yourself with winners, as opposed to enslaving yourself with losers
- Think big, and actually do it, as opposed to thinking small and never getting free of it

What I intend to share with you is The E-Myth Entrepreneur—the extraordinary revelation that will occur to you the minute you understand the power of going to work *on* your business, and then actually willing yourself to do it. The huge difference it will make to every single thing you do. But don't take my word for it.

Just follow the bouncing ball and come along for the ride. I promise, you'll find it remarkably energizing. More than 2 million readers of [The E-Myth Revisited](#) can't be wrong.

But, as we go along, you and I, please feel free to write me and ask questions. So few people do. And by not pursuing the questions you have, you'll never get the answers!

I'm Michael Gerber. They call me The E-Myth Entrepreneur. Before long, they'll call you that, too!

Michael Gerber is the founder and chairman of [E-Myth Worldwide](#), where he invented a revolutionary small-business development system that's been proven in thousands of businesses across the globe. Since 1977, Gerber has been sharing his business success strategies with millions of fans of his E-Myth books, audiotapes and programs. As a business-coaching pioneer and bestselling author, Gerber has changed the face of small business by providing entrepreneurs with an innovative and stunningly clear understanding, capability and process to transform any small business into a world-class enterprise.

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